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24 February 1964

MEMORANDUM FOR: Chief, WPS

SUBJECT: A Study of CIA Planning Procedures

1. Attached is a "Study of CIA Planning Procedures as They Affect Agency Components," together with some recommendations which, if adopted, might result in more effective and economical production of plans. The Study, and especially the flow charts (Tabs B through F), were produced and have been used primarily for instructing field-bound planners and new Officers in the War Plans Staff in the philosophy and procedures for planning which prevail in this Staff.

2. During this period when so much emphasis is being placed on the economical use of personnel and funds, it was thought that this Study might be useful in two respects:

a. As a warning that the war planning function of CIA is undernourished and does not afford much opportunity for cutting back; and

b. While the Conclusions and Recommendations do point to some means of economizing, the major emphasis is upon the identification of deficiencies in the planning program and suggestions for their correction.

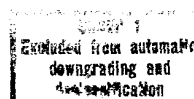
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Attachment:
Study w/Organization
and Flow Charts

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